mda CONSULTING

BRIEFING

Construction, Economic and Procurement Update SUMMER 2015

Market Reflections

Steve Jones, Managing Director

Almost 12 months on from our last issue of Briefing and still no interest rate rise - my prediction last time of early 2015 has proven to be misplaced.

Market conditions in the UK continue to boom unabated and scarily most commentators seem to have no idea of when rates will actually rise.

There seemed to be a quiet lull before the Election but six weeks on from the Tory victory the brakes are off and the market is accelerating ever faster.

All of our regional offices, with the exception of the North East, are extremely busy. Tender prices, as outlined by Kevin later, are continuing to increase and in London especially it is an exercise in patience and perseverance to pull together a tender list of 3 or 4 on any project above £3m in value.

All of this is going on against a background of many smaller/medium sized builders going out of business and a number of major contractors reporting board room turmoil, discontent and losses.

It is a well trodden path but many have been caught out by the speed of the recovery. Contracting is a hard business. One recent publication reported that all QS's had failed to predict the extent of tender price inflation. Whilst we think we have been on top of this, it would be disingenuous not to admit that we too have been shocked by the pace and extent of the increases.

Across the whole sector, people are moving jobs, often for the wrong reasons, salary levels are under pressure and those loveable creatures, the recruitment consultants, are controlling our lives.

Is there anything or anyone who can implement some restraint? Well yes, there possibly is, those dark clouds from 3 or 4 years ago have not gone away.

There may be a new Bush or Clinton in the White House next year. The Middle East continues to self-destruct and the European Union is more fragile than ever. Isis and Grexit are two new words I have learned in the last 12 months.

These are certainly interesting times.

To end on a lighter note, Andy Murray will win Wimbledon, the Ashes will be a 2-2 draw and the Rugby World Cup winner will come from England, Wales or Ireland!

FEATURES

TENDER PRICE FORECAST

Kevin Heaton, Director

The industry recently received mixed messages regarding growth in construction activity when the Office for National Statistics (ONS) announced that output in the sector had decreased by 1.1% over the first quarter of 2015 compared with the previous quarter. This was contrary to the opinion of most industry commentators who considered that the sector was still showing signs of sustained growth. The ONS has since revised their estimate of growth upwards by 0.9% with output now estimated to have decreased by only 0.2% during the first quarter (earlier decreases in January and February being offset by a large increase of 1.4% in March). The latest estimates from the ONS now indicate that in April 2015 output for all new work increased by 1.6% boosted by strong performance in public and private housing whilst repair and maintenance decreased by 4.8% resulting in an overall decrease in output of 0.8% compared with March 2015. However, compared with April 2014, construction industry output has increased by 1.5%. This is the 23rd consecutive month of year-on-year growth, albeit the weakest since November 2013.

The revised data is a result of the ONS changing the way it calculates deflators, price changes and seasonal adjustments. Described by ONS as an 'interim solution' it is likely that further revisions will follow. The revisions have also led to an overall improvement in the performance of the UK economy as a whole with the ONS now declaring that GDP grew in 2014 by 3.09% rather than 2.81% as previously estimated.

The outlook for GDP remains positive with the National Institute of Economic and Social Research (NIESR) indicating that GDP grew by 0.6% in the 3 months ending in May after growth of 0.5% in the 3 months ending in April. Whilst growth in the first quarter of 2015 was significantly weaker than expected, it is anticipated that stronger growth will return throughout the rest of the year and NIESR's latest quarterly forecast predicts overall GDP growth of 2.5% in 2015 and 2.4% in 2016. The NIESR also expects the CPI inflation rate to remain at, or near to, zero for most of the year leading to a likely rise in interest rates at the beginning of 2016.

The industry continues to suffer from supply chain pressures and lack of resources and contractors are continuing to be very selective in the contracts they are choosing to pursue. It is becoming increasingly difficult to compile suitable tender lists for competitive tendering and careful consideration needs to be given to the proposed procurement route, form of contract and the allocation of risk, in order to retain a contractor's interest. With full order books, and having now largely absorbed a backlog of rising material and labour costs, contractors are now able to increase profit margins and particularly the level of OH&P margins which have shown significant increases.

Although London and the South East remain the main economic drivers within the industry, other regions are also now showing signs of appreciable growth including the Midlands and North East. With the general ongoing confidence in the market supported by positive results and forecasts, albeit somewhat tempered from those of 2014, we have adjusted our projections accordingly. Our forecast is for tender prices in London to increase between 5.5% and 6.5% in 2015 and by 5% to 6% in 2016 and by 4.5% to 5% in each of 2017 and 2018. With the recovery becoming more widespread, our forecast is for tender prices across the regions to increase between 4% and 5% in 2015; 4% to 4.5% in 2016; 4.5% to 5% in 2017 and 4% to 4.5% in 2018.

Sources: Office of National Statistics (ONS): Output in the Construction Industry: April 2015 and New Orders Q1 (Jan to Mar) 2015 (date 12 June 2015). Office of National Statistics (ONS): Economic Review, June 2015 (date 3 June 2015)
National Institute of Economic and Social Research (NIESR): Monthly Estimates to GDP 10 June 2015
Building Cost Information Service (BCIS)

THE NEW CDM REGULATIONS 2015 - WHO IS THE PRINCIPAL DESIGNER?

John Turner, Senior CDM Advisor

The Health and Safety Executive changes to the Construction (Design & Management) Regulations came into force on 6 April 2015.

The practice of demonstrating effective coordination of the CDM regulations will continue and remain integral to the maintenance of Health and Safety within the construction industry. MDA Consulting Ltd are ideally placed within the industry to continue pro-actively supporting our Clients and Design Team colleagues in implementing the regulations during the design and construction phases.

Key changes to the Regulations: -

The CDM Coordinator role has gone and his duties under CDM have now been distributed between the other duty holders with the majority now being shared between the Client and a new duty holder the '**Principal Designer**';

Every project now requires a Pre-Construction Information and Construction Phase Health and Safety Plan regardless of size and duration. In addition, any project involving more than one contractor must also have an appointed Principal Designer, Principal Contractor and a H&S File on completion.

Clients: - (*Organisation or individual for who a construction project is carried out for)*

Must ensure suitable arrangements for managing a project are in place and maintained throughout the project including: -

- other duty holders are appointed (Principal Designer/Principal Contractor);
- sufficient time and resources are allocated.

Must make sure: -

- the Pre-Construction Information is prepared and provided to duty holders;
- the Principal Designer and Principal Contractor comply with their duties;
- the Construction Phase Health and Safety Plan is in place prior to commencement on site;
- adequate welfare facilities are provided.

Domestic Clients: - (*Person who has construction work carried out on their own home, or the home of a family member that is not done as part of a business whether for profit or not)*

The definition of Client under CDM2015 will include for domestic projects, however their duties as a Client are normally transferred to: -

- the contractor, on single contractor projects;
- the Principal Contractor on projects involving more than one contractor

However, the Domestic Client can choose to have a written agreement with the Principal Designer to carry out the Client duties.

Principal Designer: - *(Designer appointed by the Client in projects involving more than one contractor. They can be an organisation or individual with sufficient knowledge, experience and ability to carry out the role)*

Plan, manage, monitor and coordinate health and safety in the Pre-Construction Phase of a project, including: -

- Ensuring designers carry out their duties
- Identifying, eliminating or controlling foreseeable risk

Prepare and provide relevant information to other duty holders;

Liaise with the Principal Contractor to aid in the planning, management, monitoring and coordination of the Construction Phase;

Production of the Health and Safety File has commenced prior to construction commencement.

What can MDA do for you?

Many in the construction industry agree there is a benefit to still having an independent coordinator on their projects. It is widely anticipated that many contractors and clients will continue to use Construction Health and Safety specialist. Therefore, MDA Consulting will continue to provide health and safety coordination on their projects throughout the Design and Construction phases.

Client/Domestic Client: -

MDA's team of CDM professionals can aid you in ensuring your Client duties are undertaken sufficiently ensuring compliance under the regulations.

Our consultants have the sufficient knowledge, experience and ability to be able to accept the appointment of Principal Designer.

Designers: -

If you are to be appointed as Principal Designer on a project but don't have the adequate knowledge, experience and ability to be able to undertake the role, this can be sub-contracted out to MDA where our CDM Consultants will manage the duties for you.

Contractors/Principal Contractors: -

Our CDM Consultants have the expertise to provide you with a suitable and sufficient Construction Phase Health and Safety Plan prior to commencement on site and can aid in the preparation of the Health and Safety File upon completion.

We would be happy to discuss the regulatory changes with you further and can also provide update training upon request.

BUILDING SURVEYING SERVICES

Andrew Johnson, Associate

MDA Consulting Limited provides professional consultancy services across the breadth of the construction and property industries working with clients across a wide variety of sectors.

You may think we are just project managers and QS's, however, we have a long history of providing building surveying services on a wide range of diverse projects.

It is now appropriate for me to shout about our services from the rooftop - please excuse the pun.

We at MDA do not do problems we only provide solutions which are the best fit for our clients which achieve the optimum results for the right value and building surveying very much echoes this philosophy.

We provide a number of services within building surveying and set out below our principal core areas of expertise:

- The Party Wall etc. Act 1996
- Schedules of Conditions
- Boundary disputes
- Dilapidations
- Disabled Discrimination Act Surveys and Compliance
- Fire Risk Assessments
- Energy Performance of Buildings
- Historic and Building Conservation

More detailed services to our clients have included:

- Land and Property Appraisals tailored to client requirements
- Defect diagnosis and rectification
- Backlog Maintenance
- Capital investment planning and prioritisation to optimise asset serviceability, performance and expenditure
- Asset Surveys
- Procurement of services
- Building Maintenance
- Dilapidations
- Life Cycle Cost analysis
- Developing strategies for rehabilitation and maintenance planning, from an organisational level through to asset specific needs

We also manage and can assist with facilitating:

- Measured Surveys
- Neighbourly Issues including Rights of Light
- Expert Witness
- Defect investigation and maintenance advice
- Maintenance / repair / refurbishment
- Contract Administration
- Planned Maintenance Programmes
- Building Reinstatement
- Asset Management

BUILDING SURVEYING SERVICES - CONT'D

Forgive me for trying to do a hard sell but we want you to make MDA your first choice for Building Surveying Services and our Building Surveyors who trained to RICS Standards can give you the confidence that they are experts in the practical application of their skills to provide real solutions to commissions and we firmly believe that placing the right people with the right clients will build long term relationships which are forged upon trust, honesty and technical capability which are essential for success.

Case Study

An example of MDA's Building Surveying capabilities came to the fore when we were appointed as the Party Wall Surveyor for a large retail development in Norfolk.

The appointment was made even more challenging due to the fact that the building owned by the developer was attached to Grade II Listed Building which was occupied by multiple tenants.

Notices were served under the Party Wall etc Act 1996 and a dispute arose with the Adjoining Owners. Our appointing owner's intentions were to demolish the building on the right of the photograph below (before) to open up the entrance of the site to fulfil their planning obligations.

The light coloured building on the left is Grade II listed and the building on the right was to be demolished, thereby requiring the service of notices under the Party wall etc Act 1996 and the resolution of the ensuing dispute.

The building on the left was a Grade II listed building so any refurbishment works required as a result of the demolitions would require listed building consent. This was outside of the authority of the Party Wall Surveyors, however we investigated the junction of the two buildings and it was found that the later building had enclosed upon the gable wall of the Listed Building and no internal wall had been constructed between the two buildings along the gable wall. The previous owners of the building on the right had installed cement/sand bonding to the brickwork of the gable wall and then plaster skimmed it.

Due to the fragility of the existing Listed Building's brickwork we could not remove this covering so we had to discuss an alternative solution with the Local Authority Conservation Officer. The solution was to install a 3 coat lime render system to match the front and rear elevations of the building and this was to be written into the legally binding Party Wall Award which was to be agreed by the two appointed surveyors.

The works were successfully agreed with the Conservation Officer and between the two appointed surveyors and the dispute was resolved with a legally binding Party Wall Award with no delay to the construction programme.

mda CONSULTING

GUEST ARTICLE

WISDOM OF THE CROWDS

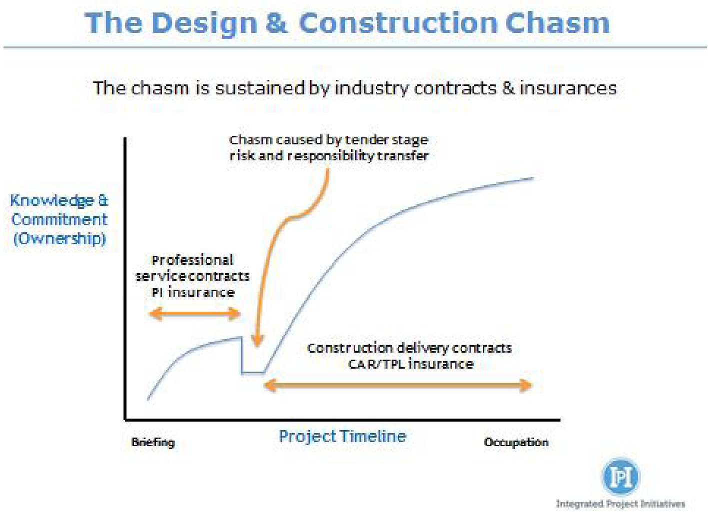
Kevin Thomas, Integrated Project Initiatives Ltd

Human beings are inherently social creatures, indeed it was this trait which fuelled our evolution to becoming the dominant species on the planet. As such we are so heavily influenced by peer groups; family, friends, work colleagues etc., that we find it very difficult to be the odd one out, to “swim against the tide” or to be the “black sheep” and stand out from the crowd. This is especially hard when common knowledge says the crowd knows best.

But the crowd is not always right. Once the crowd believed the earth was flat – wrong - and the earth was the centre of the solar system – wrong again. Right up until the 1950’s it was believed that smoking was good for us and yet despite the new wisdom that it is anything but, many continue to smoke. This introduces another feature of crowds which is just how hard it is to leave a crowd when there are still others who are willing to stay in it with you.

And so it has been in construction. Despite all the reports and recommendations to the contrary, the crowd retains attachment to a process in which design is separated from construction and risk and responsibility is [apparently] transferred across a tendering “chasm” to the supply side thus producing “certainty of outcome”. The 2001 NAO report Modernising Construction tried to dispel this certainty myth. It reported that after 5 years of surveying government project performance at completion, 2/3rds of projects were over budget and 3/4rds delivered late using this traditional process. Not that this is new, in 1683 Louis XIV’s chief of fortifications, Marshal Vauban (1633 – 1707), famously wrote to Louis to advise that the reason his projects were failing was due to “prices being illusionary”.

What is often missed is that it doesn’t matter how good the designs are, the mere fact that they are created in isolation from the supply side (who if they are lucky might be asked to take a look in advance for nil payment), means there is little supply side commitment to the solution produced. Consequently these is no real ownership when, as often happens, things change or go wrong during construction.

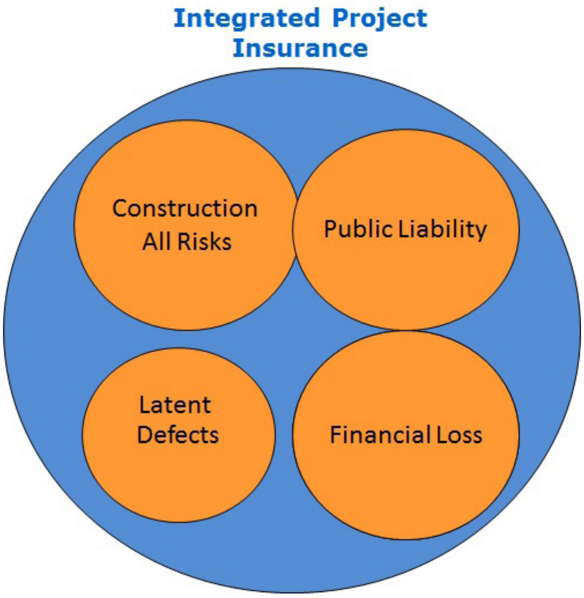


Of course it’s not all doom and gloom. There are organisations who are attempting to break the mould, and are refusing to accept the lowest price (whilst struggling to ignore it once they have it) or who involve their main contractor early, but not the remainder of the supply side that accounts for 80% of the cost. Not all of this is a failure to grasp that ‘early’ involvement needs to be replaced with ‘earliest’ involvement and that price based selection needs to move to ‘best for project’ appointments with transparent costing including profit and overheads. But with the traditional process so well established all the contracts, procedures and insurances currently used reinforce the old methods making it even harder for people to move to a new method even if they want to.

WISDOM OF THE CROWDS - CONT'D

However all is not lost! A new model has evolved. Building on the success of leading approaches such as FUSION and Building Down Barriers, the Integrated Project Insurance (IPI) Model of Procurement has been endorsed by the Cabinet Office as one of 3 new models ready for use on government projects. Dudley College are applying the IPI Model to the development and delivery their new facility Advance2 - Advanced Building Technologies that will bring hands on training in emerging technologies including carbon-friendly, off site manufacturing & assembly and digital engineering/ BIM. IPI provides a single encompassing policy with no requirements to establish fact.

IPI assembles an Alliance team right from the beginning to collectively focus on the client's needs and decide what is possible. Working top down from an affordability budget to an agreed solution that will meet both the needs and the affordability criteria, the team agrees who will do what and when, identifies opportunities and risks, and signs up to a gain/painshare incentive arrangement. Facilitated by Integrated Project Initiatives Ltd the project is monitored by Technical and Financial Risk Assurers and the outcomes are insured, including cost overrun to achieve completion and latent defects arising for 12 years after. IPI provides a single encompassing policy with no requirement to establish fault, making redundant blame based professional indemnity insurances, along with collateral warrantees.



Furthermore, with the IPI policy in place all parties know that their pre-agreed portion of painshare (policy excess) is their maximum liability and are released to perform in the knowledge that by applying their collective expertise, genuine win-win outcomes can be achieved - thus creating the environment in which the client's needs can be met and all parties are able to make a profit through integrated collaborative working and not at the expense of each other.

So there is just one question to ask yourself; "are you happy to stay in the comfort zone of the traditional crowd, or is it time you joined the small but growing crowd of the future?"

Kevin Thomas is a Director of Integrated Project Initiatives Ltd (IPI Ltd)
kevin.thomas@ipinitiatives.com

Dudley College - Dudley Advance 2 - Advanced Building Technologies

Dudley College are developing a new building and construction skills vocational training facility, ‘Advance 2’, as part of their overall Campus redevelopment – this will be the 5th phase of their campus remodelling which centralises their training and teaching facilities near to their existing Broadway Campus.

Dudley Advance 2 will provide a building circa 4,000m² for traditional building and construction skills training such as plastering, painting, bricklaying, plumbing and mechanical ventilation trades and also new skills related to BIM technologies.

The College embarked on utilizing one of the Government’s new models of procurement namely ‘Integrated Project Insurance’(IPI) which key features includes a collaborative alliance team of designers and contractors selected at the outset on a quality not price basis; A Project Bank Account and a project where costs of overrun are insurance backed.

The Advance 2 project is ground breaking not only in the facility being provided but also in its procurement route – it will be the first project procured through IPI and is a Government Pilot project and monitored by Construction Excellence. The Project is partly funded by the Black Country Local Enterprise Partnership (LEP).

SECTOR BRIEFING - 5 STAR SENIOR LIVING

Rob Kennedy, Business Development Director

By reference to our project update in Briefing, you will notice that a significant number of projects relate to senior living, extra and care homes.

The market for retirement housing is growing and with a 10 million+ people of pensionable age the demands are only likely to increase.

At the turn of the decade studies carried out by our client the Joseph Rowntree Foundation *(Who can Afford Retirement Housing? JRF Joseph Rowntree Foundation Sept 2012)* showed that there were around 610,000 retirement housing units i.e. grouped dwellings designated for older people (55/65+) where 90% were with support such as sheltered housing and 10% more extra care with 20% owner occupation and 80% for social rent.

Its not difficult therefore to see the short supply and demand going forward for retirement housing from 2015 and into the next decade.

I wanted to look at the way that accommodation designs have developed and the economic drivers that make the projects tick particularly in the owner occupier area, a relatively small but growing area of this sector.

There are a number of significant providers within this sector and MDA are pleased to working with a number of the key players.

The schemes that are now being developed provide a range of facilities which means they are akin to a hotel resort giving the feeling of 4 or 5 star quality levels.

Accommodation generally includes independent living with a feeling of security and additional facilities and services to support individuals' needs and lifestyles.

Schemes carried out in the 90's and naughties include accommodation lounges, function rooms, dining, hairdressing, treatment rooms, all with around the clock duty managers but we have seen a massive shift in the content of accommodation within the past couple of years to include:

- Shopping and retail outlets
- Themed restaurants and bars
- Gymnasium
- Spa and therapy
- Community halls
- Swimming pools

The philosophy is to provide a facility that provides a continuing care retirement community - with community being at its heart.

Procurement

Projects have been procured in a number of ways predominantly competitively tendered and utilising a Design and Build contract such as JCT with detailed Employer's Requirements setting the high levels of specification required including Lifetime Homes standards. We are also experiencing a number of projects where clients are negotiating with a single contractor who are very experienced in this sector and also projects built under development agreements.

Design Economics

The demand for more and more ancillary space makes the financial equation of affordability very finally balanced. As an example a facility that generates in the order of 60% plus of 'saleable' space is likely to be more cost effective than facilities which fall below this percentage. Clearly the location demand and ultimate sale values have a massive bearing on the viability. The balance of ancillary and saleable space has to be rigorously monitored and assessed through the scheme design stages. The lifetime cost and ongoing maintenance aspects are fundamental to design decisions.

The properties are normally let on a long lease basis as much as 125 years and if sold a sliding scale of percentage of the sale goes back to the provider or management company depending on the period of occupation.

Service charges which could typically be in excess of £500/month seem, on face value, excessive however this cost contributes to all maintenance, cleaning windows, grounds and common areas, and general assistance for a specific period each week. Attendance Allowance can often contribute to these costs.

The availability to purchase additional support and care is of great benefit providing continuing care through the retirement years.

Build Costs

The pressure on build costs over the past 12 months have pushed tender prices higher than at anytime in the past 7 years and well beyond predicted inflation figures. The usual equation of increased values of work, shortages of labour resources, and contractors being more cautious in fixing prices have contributed to the upward pressure on costs.

BCIS cost data is currently reflecting 'sheltered housing with shops, restaurants and the like' at 2Q 2015 prices TPI Index of 261 ranging from a mean of £1,117/m² to a higher level of £1,733/m².

There is pressure on higher M&E services costs increasing at levels above general building cost increases.

There is no doubt of the demand for 4 and 5 star senior living but the balanced affordability equation has to be very carefully analysed. There will be many schemes that have aspirations for 5 star living facilities which do not see the light of day simply on the design economic basics of return on saleable space vs costs of ancillary space.

Kempinski, Oman - Update

The Kempinski Staff Accommodation Project in the Sultanate of Oman, was instigated to provide good quality apartments for the 550 staff that will be needed to service the new Kempinski Hotel, which is being constructed at the Wave near Muscat Airport at Seeb, in the Capital Area.

Many hotels use staff that are accommodated all around the area and this provides logistical problems and inconsistent levels of accommodation. The thinking was that if you want the best staff, accommodate them well and take responsibility for their total welfare and travelling.

The development is for one, two and three-bedroom apartments, with kitchens and lounge areas. Senior staff will be housed with their small families in the smaller apartments and junior staff will be either one or two to a room in 3-bed apartments; all according to seniority.

The project started on site on 1 May 2014, with a planned completion date of 31 August 2015 which, for various reasons, has been extended to 31 January 2016.

PROJECT UPDATES

Richard III

MDA's Leicester Office are very proud to have provided Cost Consultancy and CDM Coordinator services to Leicester Cathedral on this internationally acclaimed project. The works were to create a tomb for the re-interment of Richard III, a complex, sensitive and time critical project.

Dudley Advance 2 - Advanced Building Technologies

We are pleased to be appointed by the College for Procurement Services for this IPI Project. We will also be engaged as Alliance Manager by the Alliance Members.

Tattenhall Phase 1

Our Birmingham Office have been appointed by English Care Village Partnerships to provide Contract Administration and Cost Management on this continuing care retirement community development.

Warwick Phase 1

We have also been appointed by English Care Village Partnerships to provide Contract Administration on this continuing care retirement community development.

Canary Gateway

Two major QS and CDM Commissions (Canary Gateway and Pump House) were secured in December by our London Office from the City and Docklands Property Group for projects in London's Docklands.

Stratford Edge

Project monitoring commission for this mixed development of 202 residential apartment building with single basement car parking and ground floor commercial areas.

Telegraph Works, Greenwich

Project monitoring commission for this residential development of 256 apartments and 16 town houses with ground floor car parking.

mda CONSULTING

PROJECT UPDATES

Care Homes

We have been appointed as project monitor on a portfolio of nine care homes, including Thirlestaine Hall, Cheltenham, Chalfont St Peter, Chipping Norton and Marlborough.

Dollar Bay, London

Appointed as monitoring surveyor on a 31 storey building providing 121 residential units, commercial space and basement car parking in Canary Wharf.

Citizen M Hotel, Tower Bridge

Appointed to provide project monitoring services on hotel providing 310 bedrooms, ancillary accommodation, boundary treatment to a Roman and medieval city wall and alteration works to Tower Hill Underground Station.

Apex Hotel, Bath

Our Bristol office were appointed on The Apex Hotel - a major £25m new hotel in Central Bath and Apex Hotel's first development outside London and Edinburgh. A 'proper' traditional Bill of Quantities was required - a rarity these days - and was needed in a very short timescale.

Canterbury Cathdral

Our Bristol team continue to secure lead monitor and expert advisor appointments from HLF, including large and high profile projects such as the new visitor centre and specialist repair works at Canterbury Cathedral (£20m), which featured in a BBC series earlier this year. Other recent appointments from HLF include Plymouth History Centre (£20m), Gloucester Cathedral (£10m), Llanthony Priory (£5m), Clevedon Pier (£3m) and Clevedon Marine Lake (£2m).

Bath & North East Somerset Council

Innovation Quay, Bath

We continue to work on several projects for Bath and North East Somerset Council including providing early cost advice on Innovation Quay, a major £65m proposal for a technology centre in Bath.

Castle Drogo, Dartmoor

The picture shows the recent storm damage at one of our HLF monitoring projects. It is currently one of the largest free-standing scaffolds in the UK and is in one of the most exposed locations.

MDA Consulting Ltd - OFFICE LOCATIONS

London
1-11 Carteret Street
London
SW1H 9DJ
T: 020 7399 0888

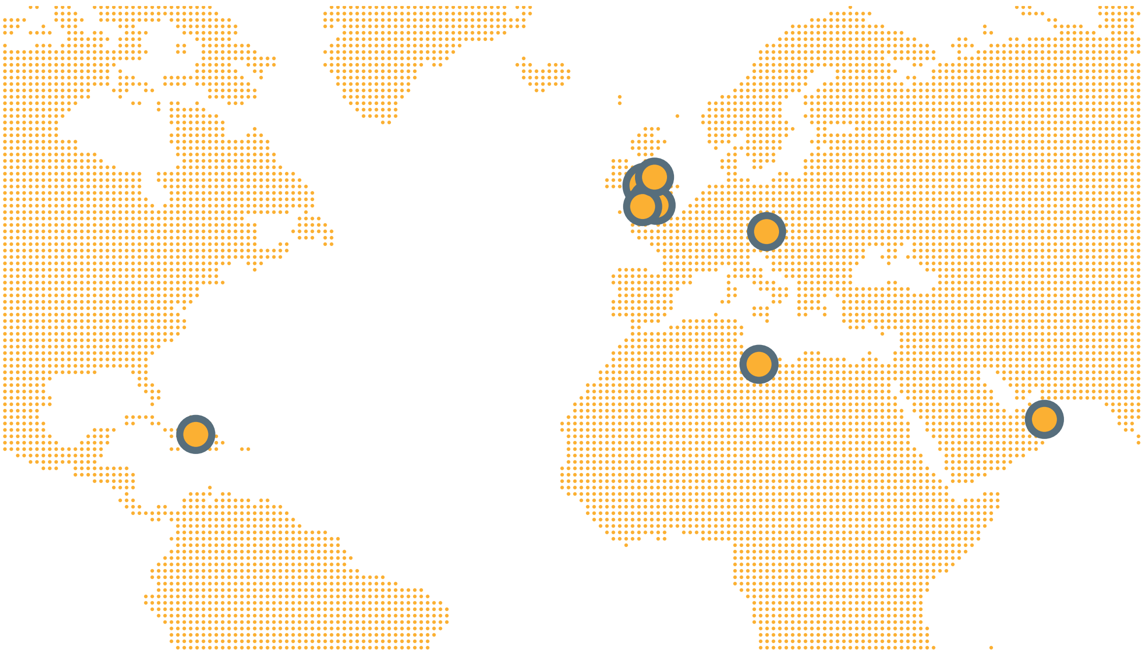
Brighton
Verulam House
142 Old Shoreham Road
Hove, East Sussex
BN3 7BD
T: 01273 956 087

Leicester
No 1 Museum Square
Leicester
LE1 6UF
T: 0116 254 8951

Birmingham
12 St Paul's Square
Birmingham
B3 1RB
T: 0121 233 3839

Bristol
11-12 Queen Square
Bristol
BS1 4NT
T: 0117 929 2641

Newcastle
5-13 The Side
The Quayside
Newcastle upon Tyne
NE1 3JE
T: 0191 232 0888



MDA International Ltd - OFFICE LOCATIONS

Czech Republic
MDA Praha s.r.o.
Vinohradská 22
120 00 Praha 2
Czech Republic
Jan Hrubes
+420 2 4248 6780
jhrubes@mdapraha.cz

Libya
MDA Libya
El Arosi Street
Hay Alandalus
PO Box 12588
Tripoli, Libya
Steve Jones
+44 (0)7803 288 050
sjones@mdaconsulting.co.uk

Oman
MDA Consulting
PO Box 120
Post Code 102
Qurum
Muscat
Sultanate of Oman
Mike Jewell
+968 2456 4548
mjewell@mdaconsulting.co.uk

Turks & Caicos
MDA Consulting (TCI) Ltd
Richmond House, Leeward Highway
PO Box 127, Providenciales
Turks & Caicos Islands
British West Indies
Richard Hall
+44 (0)7803 288 045
rhall@mdaconsulting.co.uk

www.mdaconsulting.co.uk
@MDAtoday